712CD

75TH MORSS CD Cover Page

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Toward Cost-Wise Readiness on a "METL" Track

MORRS 2007 WG22

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What if….

- We had an "in place" system to focus all continuous process improvement for "cost-wise readiness"?

    and

- It could focus on effectiveness as well as efficiency?
- It incorporates best practices and Lessons Learned?
- It is applicable across all domains and at any level?
- It produces and updates
    - Aligned expectations
    - Mission Readiness and Performance data
    - MOPs/MOEs- "Metrics that Matter"
    - Future systems requirements and DOTMLP-F solutions
- AND is primed for LEAN SIX SIGMA Applications!

Tire Swing Cartoon

As proposed by the project sponsor.

As specified in the project request.

As designed by the senior analyst.

As produced by the programmers.

As installed at the user's site.

What the user wanted.

http://www.uoregon.edu/~ftepfer/SchlFacilities/TireSwingTable.html

Tire Swing Cartoon- 6

As proposed by the project sponsor.
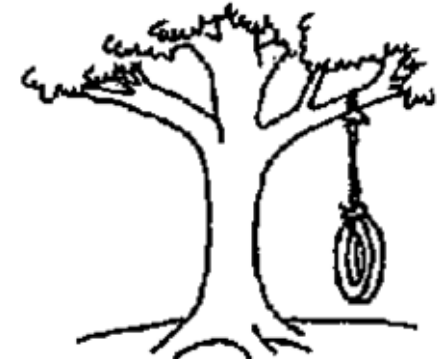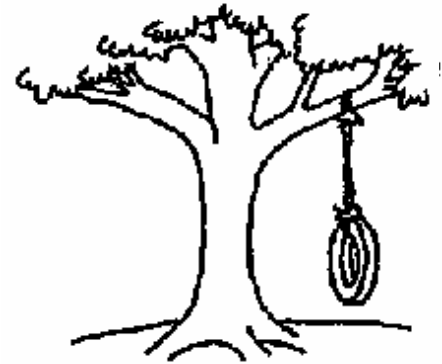
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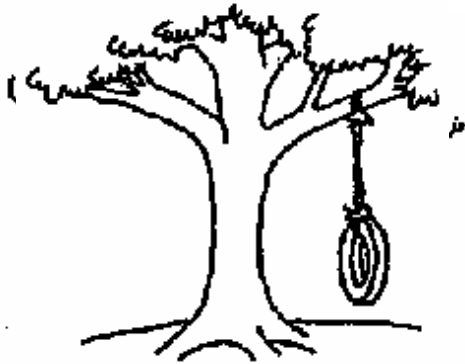
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What the user wanted.

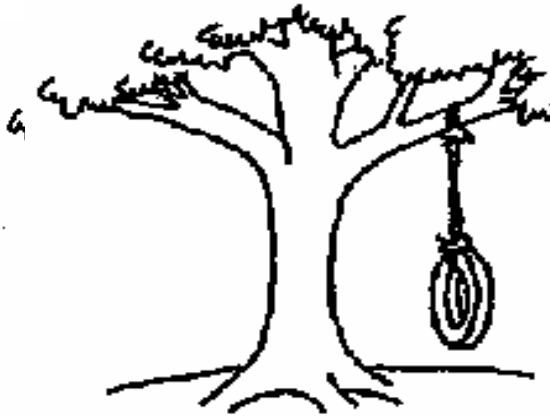http://www.uoregon.edu/~ftepfer/SchlFacilities/TireSwingTable.html
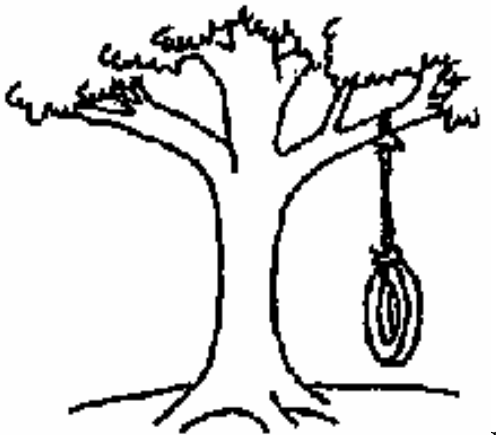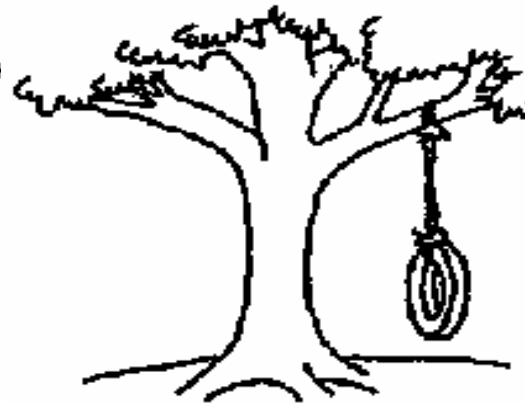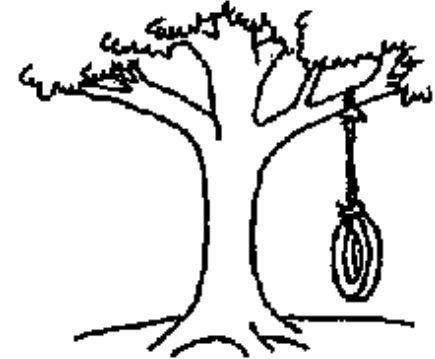
O- O-D-A Sequence to Success

Understanding and Awareness

Act

Feedback

Observe

Deming

Lean

+ Good Performance

Measured

Decide

Six Sigma

Orient

Analyzed

= Desired Results
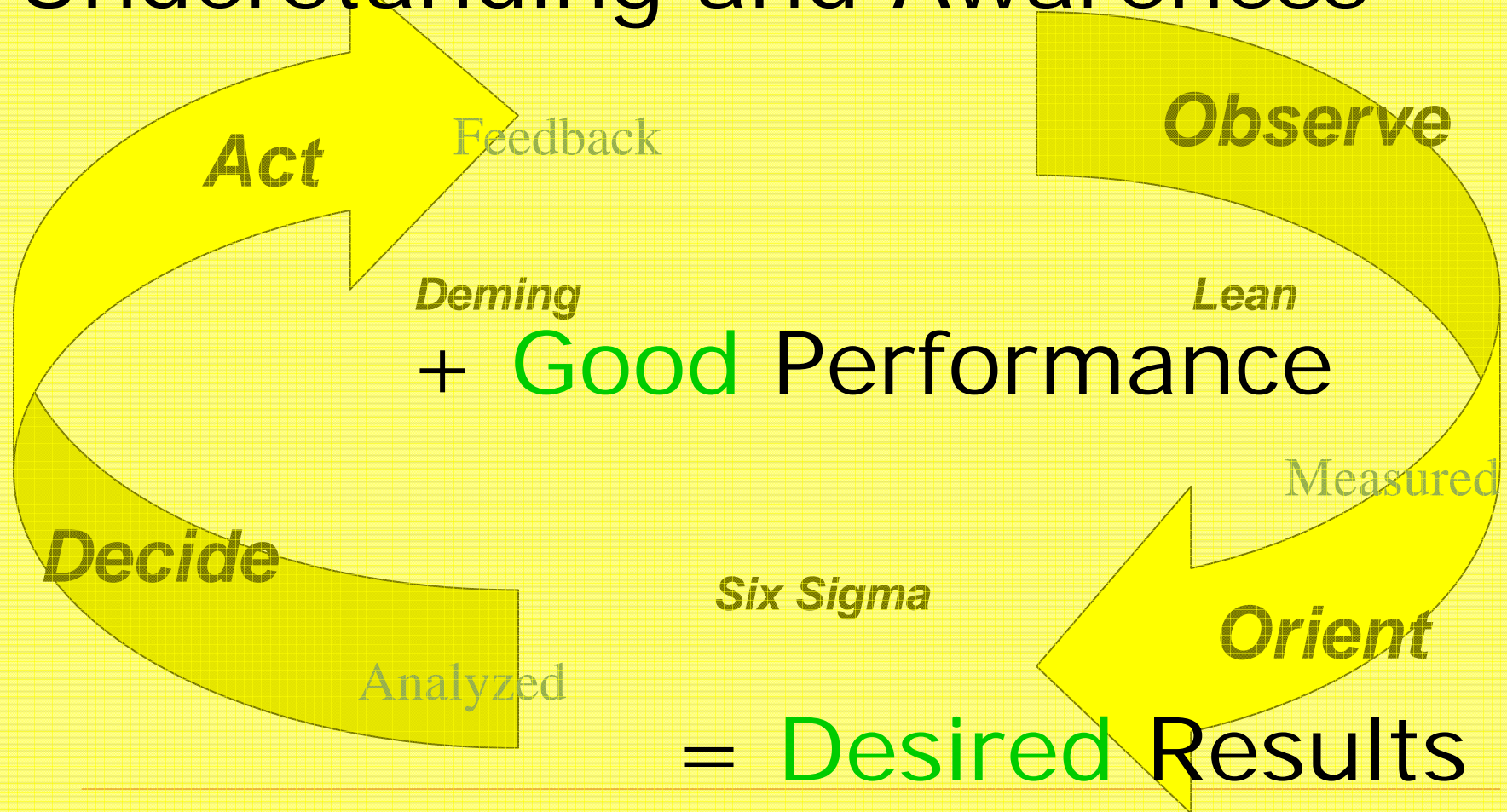
DOD Transformation and the Capabilities-based Four Phased Model

A Conceptual "Continuous Improvement Engine"

Requirements-Plans-Execution-Assessment
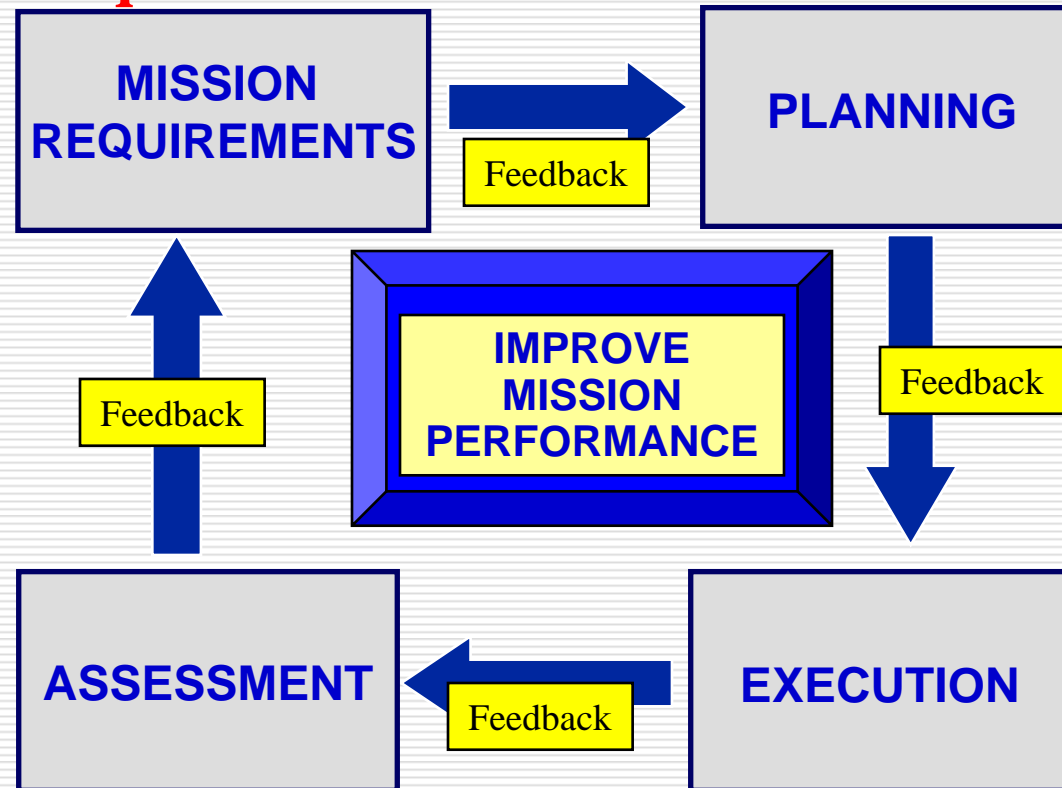
Use Lessons Learned in Ops and Training events to push Transformation

Innovation-flexibility-responsiveness-agility-readiness-accountability-efficiency

"Sustained American competitive advantage in Warfare"

NMETLs and NWTS: Readiness and Continuous Improvement

- Mission Analysis expresses COCOM and Navy Mission Requirements as "NMETLS."
- Mission Analysis-NMETL process can be applied to every new challenge.
- NMETLs linked up, out, and down to supporting commands.
- NMETLs align Navy with DOD Training Transformation.
- Fleet Training aligns to NMETLs.
- Plans and Accounts for Resources.
- Gives clear target for H-S-I and systems operator training.
- DRRS is MET-Based.
  Any entity can report via MET construct.

Navy Warfare Training System

Requirements

Derived From Assigned Missions

- Based on Commander's Intent, Navy Core Competencies, & Joint/ Navy Doctrine

This Phase Produces:
- NMETL Tasks, Conditions & Standards
- Links to Commands With Roles in NMETL Accomplishment

Plans

Driven by Mission Requirements, Training Audience, and Method

- Based on Output of Requirements Phase

This Phase Produces:
- Fleet, Group, Warfare Commander, & Unit Training Plans & Training Resource Requirements
- De-conflicts Training Schedules

Assessment

Commander Assesses Training Effectiveness & Navy Training Readiness

- Ability to Meet Navy Standards: Strengths/ Weaknesses

This Phase Produces:
- Overall Training & Mission Proficiency Assessments
- DRRS-N (TFIRM) -- $$/increase in Readiness
- Key Issues & Lessons Learned
- DOTMLP-F enhancements to improve performance

Execution

Training Conducted & Evaluated

- Training Events Based on Out put of Plans Phase

This Phase Produces:
- Performance and resource utilization data (FTCCS)
- After Action Reports
- Key Issues & Lessons Learned

NWTS process integrates Navy Lessons Learned to drive improvements across the DOTMLP-F spectrum

DOTMLP-F = "System"

- ☐ Doctrine
- ☐ Organization
- ☐ Training
- ☐ Material
- ☐ Leadership Development and Education
- ☐ Personnel
- ☐ Facilities

"SYSTEM" in new DOD Terminology

Fleet Response Plan (FRP)

Get ready sooner   *Stay ready longer*

BASIC UNIT	INTEGRATED GROUP	DEPLOYED FORCE	SUSTAINMENT	MAINTENANCE

Surge for specific mission

MCO Surge Ready

MCO Ready

Lifecycle investment

Governed by New Metrics:

- **Max deploy length: Multiple/single deployment (MDL / SDL)**
- **Dwell: Time between deployments (Dw)**
- **Homeport Tempo: Time at home station across FRP (HPT)**

NMETLs and Capabilities-Based Readiness

☐ New Defense Readiness Reporting System is MET- based.

☐ Navy METLS supplied from NTIMS

☐ *Readiness* is a confidence factor in being able to get the job done!

☐ Readiness = f {future Met performance}

Future MET performance depends on "DOTMLP-F" stability and "METT-TC"

(another way to think about METL "Conditions")

☐ Early ESORTS both resource and performance history based.

DRRS

- ☐ "Near Real Time" readiness reporting. Eliminates separate "SORTS" messages.
- ☐ DRRS Readiness screen displays each MET vs each required mission/ capability.
  - ■ MET can be shown with all standards and demonstrated performance values
- ☐ System generates a recommended score based on authoritative data sources.
- ☐ Commander's review/ assessment validates & updates system score-- Mission by Mission, MET by MET and Standard by Standard.
- ☐ Tools: Aggregation/ Drill down/ Planning capability- "What if…"

NMETL framework

Perform this task....

.... Under these conditions....

....To this standard.

The Navy's NMETL Process

Common Language/ Framework

Mission Analysis

- Navy Enterprise and Operating Concepts
- Assigned Missions
- Commanders' Guidance

Level of War
- Plans/Orders
- Doctrine
- ROC-POE, OPTASKS, MCPs, MFT's, Local Knowledge, Lessons Learned, Best Practices
- Specified Tasks
- Implied Tasks

- UJTL
- NTTL
- Mission Essential Criteria
- Annotate Supported Tasks
- ID Command-Linked Tasks

"NMETs"

Specify Conditions

Establish Standards

NMETL

Building Mission-Task Capability

Collect Target Information

NTA 2.2.1

Provide Target Intelligence

NTA 2.4.4.2

Process Targets

NTA 3.1

Conduct Electronic Attack

NTA 3.2.5

Concentrate Forces in Theater of Operations/JOA

OP 1.2.3

Prepare Plans/ Orders

NTA 5.3.9

Transmit and Receive Tactical Information

NTA 5.1.1.1

Coordinate Strike Missions

NTA 5.4.3.1

Establish Air Space Management and Control Procedures

NTA 1.2.1.2

Intercept, Engage, and Neutralize Enemy Aircraft and Missiles

NTA 3.2.7

Conduct Aerial Refueling

NTA 4.2.1.2

Maneuver Naval Forces

NTA 1.5.1.1

Establish and Maintain Rear Area Security

NTA 6.3.1.1

Employ Operations Security

NTA 6.1.3

Schedule/ Coordinate Refueling

NTA 4.2.1.1

Repair/Maintain Equipment

NTA 4.3

From Mission Analysis to NMETL
6 Parts of a "METL"

- ☐ Mission
- ☐ Responsible Organization
- ☐ Tasks
- ☐ Conditions
- ☐ Standards   Measures and Criteria

- ☐ Linkages   Supported/ Supporting Links

    Command- Linked

Navy Warfare Training System

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This Phase Produces:
• NMETL Tasks, Conditions & Standards
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• NMETL data for DRRS-N

Plans

Driven by Mission Requirements, Training Audience, and Method

• Based on Output of Requirements Phase

This Phase Produces:
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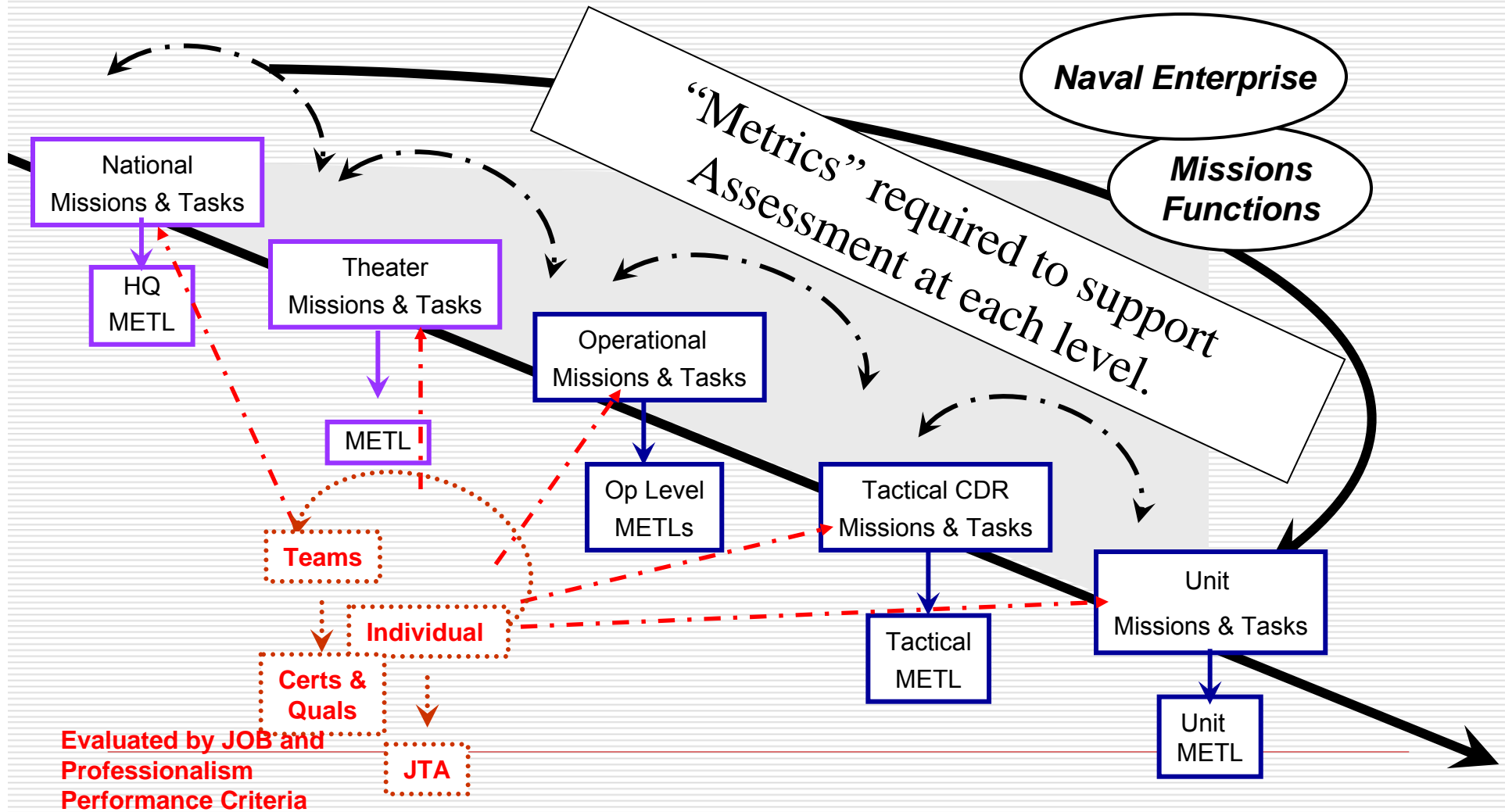
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Requirements Phase

Generic Operations/ Functions/ Organizations Context

Naval Enterprise

Missions Functions

"Metrics" required to support Assessment at each level.

National Missions & Tasks

HQ METL

Theater Missions & Tasks

METL

Operational Missions & Tasks

Op Level METLs

Tactical CDR Missions & Tasks

Tactical METL

Unit Missions & Tasks

Unit METL

Teams

Individual

Certs & Quals

JTA

Evaluated by JOB and Professionalism Performance Criteria

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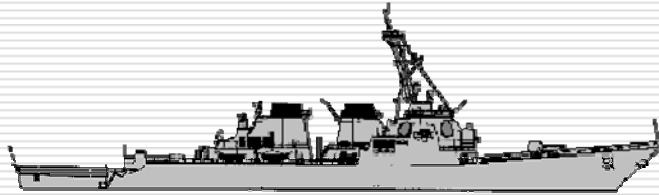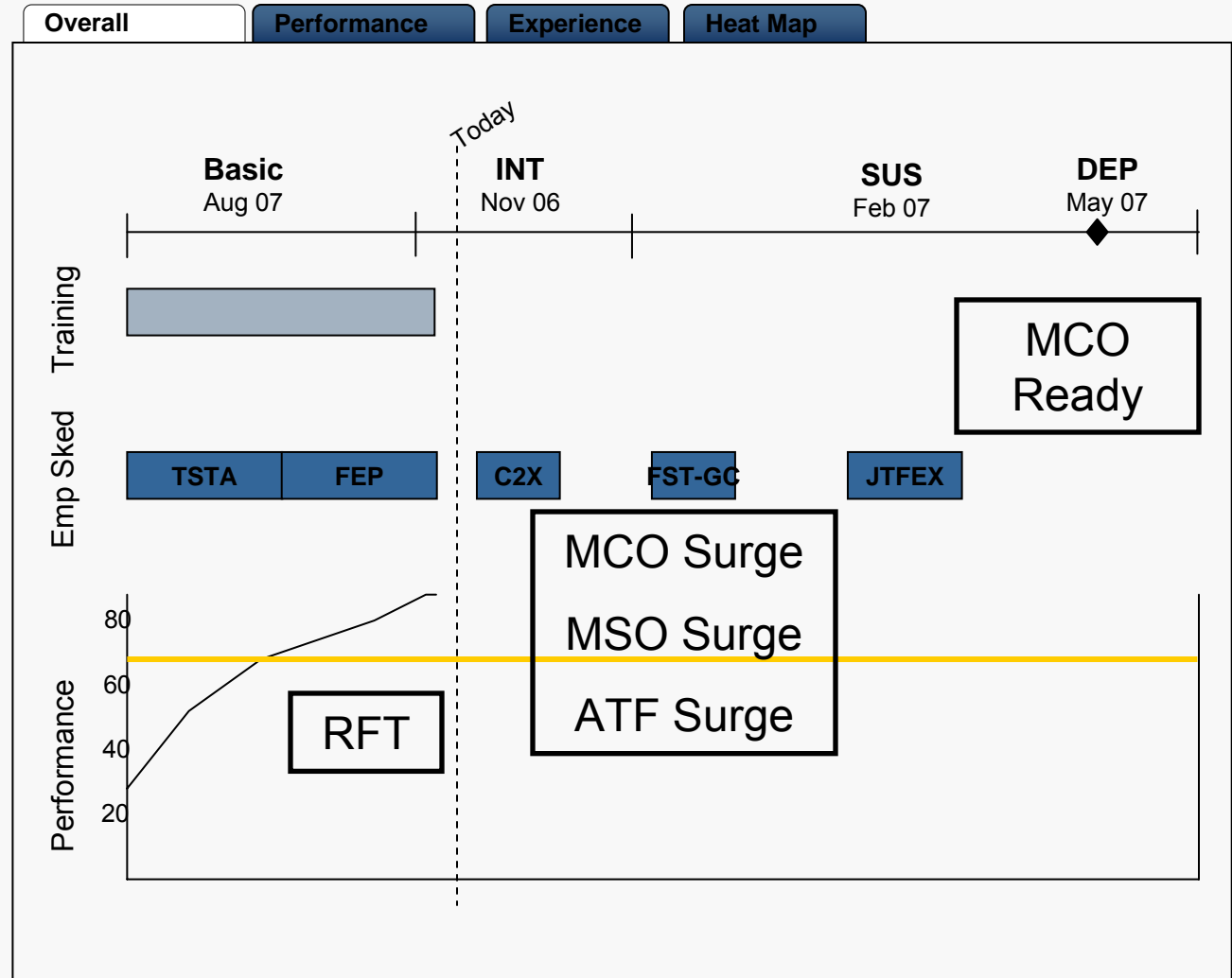• DOTMLP-F enhancements to improve performance

USS SHIP (DDG55)
Strike Group: ENTSTKGRU
Current Employment: C2X
Scheduled Deployment: 18 JAN 09

Training Readiness Dashboard

Capability

ASW	80
ASU	80
AMW	80
CCC	80
C2W	80
INT	80
LOG	80
FSO	80
MOB	80
NCO	80
MOS	80
STW	80

Overall	Performance	Experience	Heat Map

Today

Basic	**INT**	**SUS**	**DEP**
Aug 07	Nov 06	Feb 07	May 07

Training

MCO Ready

Emp Sked

| TSTA | FEP | C2X | FST-GC | JTFEX |

MCO Surge

MSO Surge

ATF Surge

Performance

RFT

80

60

40

20

NMETL-based NWTP Plans

Navy METL

Organization: CG

Mission: Power Projection

Task: NTA X.X.X.X

Condition: C.X.X.X

Standard: MX

Supported Task: Org+Task

Command-Linked Task: Org+Task

Equipment: Org+Task

Task: NTA X.X.X.1

Condition: C.X.X.1

Standard: MX.1

Supported Task: Org+Task

Command-Linked Task: Org+Task

Equipment: Org+Task

A **training objective** is a statement that describes the desired outcome of a training activity. A training objective is derived from Navy mission essential tasks, conditions, and standards. Objectives may be for individuals or teams.

The supplies or support needed to accomplish a training event and sub event.

1. Detect Surface Targets

2. Track Surface Targets

3. Localize Surface Targets

4. Attack Surface Targets

ULTRA II: SUWEX 1

Training Audience: SUW Team

1. Detect Surface Targets

2. Track Surface Targets

3. Localize Surface Targets

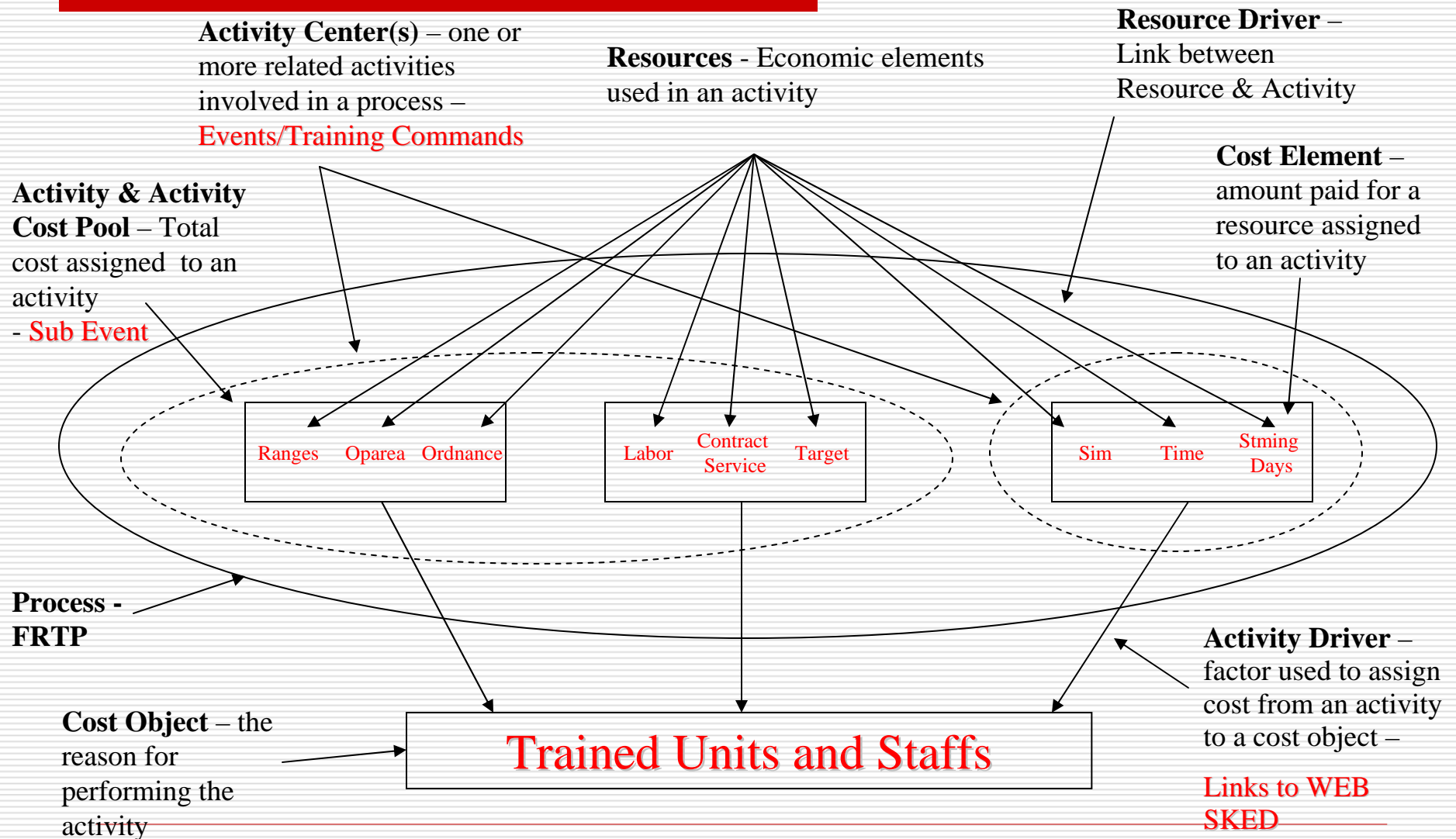7. Resolve Track Ambiguities

8. Transmit SITREP

a.   8 Hours
b.   BFTT
c.   4 Instructors
d.   Programmed Scenario

5. Monitor System Status

6. Update Track Attributes

7. Resolve Track Ambiguities

8. Transmit SITREP

An **Event** is a significant Operational Employment during which training is accomplished.
A **Sub-Event** is an occasion when actual, specific training is scheduled and conducted to accomplish a specific Training Objective(s).
A Sub-Event is part of and tied to an event.
LINKED TO WEBSKED

Fleet Training Capability Cost

Activity Center(s) – one or more related activities involved in a process – Events/Training Commands

Resources - Economic elements used in an activity

Resource Driver – Link between Resource & Activity

Activity & Activity Cost Pool – Total cost assigned to an activity - Sub Event

Cost Element – amount paid for a resource assigned to an activity

Ranges   Oparea   Ordnance

Labor   Contract Service   Target

Sim   Time   Stming Days

Process - FRTP

Cost Object – the reason for performing the activity

Trained Units and Staffs

Activity Driver – factor used to assign cost from an activity to a cost object –

Links to WEB SKED

Fleet Training Capability Cost System

Activity Center(s) – one or more related activities

Resources - Economic elements

Resource Driver – Link between

We will understand how much an improvement in Readiness and an Operational Capability Costs!

Cost Object – the reason for performing the activity

Trained Units and Staffs

cost from an activity to a cost object –

Links to WEB SKED

Navy Warfare Training System

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Data Requirements

- ☐ Crew/ Operator/ Commander Performance and Experience
- ☐ Systems Performance
- ☐ Training Systems Performance
- ☐ Resource Expenditures
- ☐ Actual Conditions

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Assessment

☐ **Near real time assessments**

☐ **Assess Training Effectiveness & Readiness**
- ■ **Ability to Meet Navy Standards:**

☐ **This Phase Produces:**
- ■ **Overall Training & Mission Proficiency Assessments (DRRS-N)**
- ■ **Enterprise "T" pillar information**
- ■ **"Track history" on task performance**

☐ **Supports:**
- ■ **Analysis of task performance**
- ■ **View across force "metrics"**
- ■ **Cues potential DOTMLP-F fixes**
- ■ **Training resource decision making (FTCCS)**

NMET Training Readiness – USS SHIP (DDG55) – Power Projection

Show: ☑ Red ☑ Yellow ☑ Green

Index [Index Text] ▼

NMET	DRRS-N Normalized Training	Training Readiness	Performance Factor	Experience Factor	Calculation Date	Actions
NTA 1 – Provide Mobility	80	50	100	50	17 July 2006	↑ ⬀
NTA 2 – Provide Intelligence	80	50	100	50	17 July 2006	↑ ⬀
NTA 3 – Provide Firepower	80	45	70	70	17 July 2006	↑ ⬀
NTA 4 – Provide Logistics	72	35	100	35	17 July 2006	↑ ⬀
NTA 5 – Provide Command and Control	50	25	50	50	17 July 2006	↑ ⬀
NTA 6 – Provide Force Protection	72	35	100	35	17 July 2006	↑ ⬀

<< Previous (1-6 of 20) Next >>

A Readiness Assessment

Hypothesis:

- ☐ Successful accomplishment of every MET = Mission Success.

- ☐ Mission Readiness = Confidence in Future Mission Performance.

- ☐ Confidence in Future Mission Performance = f {most recent performance, mean, trends, changes to DOTMLP-F, time, Conditions, ...}

- ☐ = Σ Confidence in future Individual MET performance.

A MET Confidence Example

Confidence that a given unit will achieve a given Performance level on a specific task with given Conditions

$$= f \{recent\ MET\ performance,\ trends,\ changes\ to\ DOTMLP\text{-}F,\ METT\text{-}TC\}$$

NMET Example (Less specified Conditions & Standards) for CG Power Projection:

☐ NTA 3.2.2 Attack Enemy Land Targets

☐ Commander's Assessment: "They can do it well." Based on the following:

- Recent Task performance exceeded all standards.
  (And Standards are traceable to COCOM mission requirements.)
- CG's Performance "continually" improving. (Can show graph of sub-event evals)
- No changes in watch teams, equipment or people. (Stable system)
- No new DOTMLP-F to incorporate. (Simplifies mission rehearsal)
- Minimal degradation due to Time between MET accomplishments. (Based on experienced judgment of Commander and amplified by NWTS data. (Forgetting Curve)
- Other environmentals (conditions) unchanged. (Stable system)

NMETL framework & DRRS-N

Perform this task….

…. Under these conditions….

….To this standard.

"ESORTS" captures Resource Requirements to meet the standard.

DRRS-N (ESORTS)

DRRS-N Readiness display will also include resource categories:

"P" Personnel requirements for the NMET

"E" Equipment requirements for the NMET

"S" Supply/ sustainment requirements for the NMET

"T" Training requirements for the NMET

"O" Ordnance requirements for the NMET

---- and soon----

"F" Facilities requirements for the NMET

TFIRM Cross Functional Teams (CFTs) working on specifics. Stay tuned for updates!

NMETs to ESORTS to Systems

NMETL

NMET

Task

Conditions

Standards

- Measure + Criterion

- "Measures" show us what to measure

- "Criterion" is the target value

DRRS

Based on each NMET Standard, ESORTS needs to fill certain factors:

- Personnel
- Equipment
- Supply
- Training
- Ordnance
- (soon) Facilities

These must be met to ensure the NMET standard can be accomplished.

Continuous Improvement

Based on each PESTO(F) factor

Each requires a "DOTMLPF" system that meets the specs-standards.

One objective is to create a performance confidence/ predictability.

CNO Sea Enterprise

1. Senior leaders must drive transformation by setting aligned expectations. – NMETL Standards.

2. Leaders must create a continuous improvement culture by defining and measuring outputs, balancing risks and ensuring accountability. – NWTS process is a CPI engine.

3. Navy-wide alignment of organizations and processes must share best practices, leverage core competencies, and become more efficient and effective. -- NWTS process runs on Lessons Learned.

4. All must embrace best practices and employ lessons learned in a continuous improvement process. -- In step w/ NMETL-based NWTS! This process is LEAN SIX SIGMA ready!

5. All must develop "business acumen." Leaders must become knowledgeable about the systems and processes leading to greater efficiency and effectiveness.   -- A "Navy Ops Analysis System"– or "Readiness Enterprise" System or "Capabilities Development" System– one common process-many adaptations.

Universal Applications for METLs

- CONOPS development
- Training Transformation: Joint and Navy Warfare Training Systems
- Defense Readiness Reporting System
- All DOTMLP-F systems -- "Capabilities" development
    - System architectures and specifications (DOD AF)
    - FORCEnet
    - Simulators, stimulators and emulators
    - Sea Power 21 and MCPs
- Test, Evaluation and Experimentation
    - Joint Concept Development and Experimentation, Sea Trial
- Capabilities-based Planning
- Navy Enterprise and Establishing Management Controls
- ROC-POE constructs

CONOPS and NMETLS

Both are products of Mission Analysis

METLS say what and how well; CONOPS describe How

- ☐ Going in with no CONOPS, NMETL helps frame it.
- ☐ Going in with CONOPS, NMETL helps improve it!

- ☐ The primary purpose of the NMETL is to be the target and alignment tool for all improved mission performance.

- ☐ The NMETL itself should be improved whenever we can advance the articulation of the tasks, conditions or standards or supporting commands' responsibilities.

NAVSEA H-S-I Slide
From Requirements (METs) to Proficiency

JMETs / NMETs

Warfighting Requirements

Mission Performance Requirements

New Capabilities

Total System Performance

System Performance Requirements

Total System Engineering

KSAs / HP Metrics

Human Performance Requirements

Demand Signal / Recruiting / Distribution

Develop & Maintain Proficiency

Welcome into the world of NMETLS

Bewilderment

Confusion

Denial

Development Phases

Hostility

Understanding

Advocacy

"Careful, could be a trick."

NMETLs and NWTS: Readiness and Continuous Improvement

- Mission Analysis expresses COCOM and Navy Mission Requirements as "NMETLS."
- Mission Analysis-NMETL process can be applied to every new challenge.
- NMETLs linked up, out, and down to supporting commands.
- NMETLs align Navy with DOD Training Transformation.
- Fleet Training aligns to NMETLs.
- Plans and Accounts for Resources.
- Gives clear target for H-S-I and systems operator training.
- DRRS is MET-Based.
  Any entity can report via MET construct.

Navy Warfare Training System

Requirements

Derived From Assigned Missions

• Based on Commander's Intent, Navy Core Competencies, & Joint/ Navy Doctrine

This Phase Produces:
• NMETL Tasks, Conditions & Standards
• Links to Commands With Roles in NMETL Accomplishment

Plans

Driven by Mission Requirements, Training Audience, and Method

• Based on Output of Requirements Phase
This Phase Produces
• Fleet, Group, Warfare Commander, & Unit Training Plans & Training Resource Requirements
• De-conflicts Training Schedules

Assessment

Commander Assesses Training Effectiveness & Navy Training Readiness

• Ability to Meet Navy Standards: Strengths/ Weaknesses
This Phase Produces:
• Overall Training & Mission Proficiency Assessments
• DRRS-N (TFIRM) -- $$/increase in Readiness
• Key Issues & Lessons Learned
• DOTMLP-F enhancements to improve performance

Execution

Training Conducted & Evaluated

•Training Events Based on Out put of Plans Phase
This Phase Produces:
• Performance and resource utilization data (FTCCS)
• After Action Reports
• Key Issues & Lessons Learned

NWTS process integrates Navy Lessons Learned to drive improvements across the DOTMLP-F spectrum